

TRANSMITTAL SLIP		DATE
TO: <input type="text"/>		
ROOM NO.	BUILDING	
REMARKS: Separate copies of General Graham's guidance have been furnished the Group Chiefs for their staff's information.		
FROM: <input type="text"/>		
ROOM NO.	BUILDING	EXTENSION <input type="text"/>
FORM NO. 241 1 FEB 55		REPLACES FORM 36-8 WHICH MAY BE USED. (47)

14 November 1973

D/DCI/IC Guidance for IC Activity

- a. Avoid internal workings of CIA.
- b. Undertakings must be the "Most Important Doable" ones.

Criteria for judging importance and "doability"

- . Did DCI direct? Does it support his objectives?
- . Will it improve customer relations - and result in better intelligence?
- . Will it enhance the collegiality within the Community?
- . Are there provisions for the resource implications?
- . What are the institutional barriers? Can some part less than the whole be undertaken?
- . Must not be utterly opposed by CIA Deputies.
- . Is it within the Staff's competence (numbers and capability?)

c. Quality of Work - should be relied upon to make the impact.

- . Thorough disciplined staff work.
- . Maintain an image of highly professional responsive professional capability.
- . Maintain high staff morale by worthwhileness of effort, appreciation of senior staff, and high level visibility of individuals where appropriate.
- . Willingness to cancel false starts.
- . Identification and release of underachievers.

25X1

d. IC Image - and fact must be complete neutrality.

- . Avoid setting one against another in the Community.
- . All individual interests must be considered and contacts with all entities maintained.
- . Balanced staffing - representative of Community interests.
- . Periodic display of service uniforms -- particularly USIB day and in outside contacts.

e. Where cliques exist -- eliminate!!

f. Argue until decision is made -- then support!!

Additional Criteria

1st Order Requirement - Has someone asked a question?

2nd Order Requirement - If so, what follows?

3rd Order Requirement - What intelligence is needed to answer the above?